

21 November 2003

**NASHVILLE DISTRICT POLICY**  
**CONSIDERATION OF OTHERS PROGRAM**

I believe the phrase, "mutual trust and respect," is the underpinning for any organization that works well together. These words represent how we should treat and interrelate to those around us. With mutual trust and respect, we can accomplish just about anything.

The Consideration of Others (CO2) Program is an excellent tool for building this type of unit cohesion and organizational character. CO2 is defined as:

*"Those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them..."*

Supervisors will assure that all permanently assigned USACE personnel, military and civilian, participate in quarterly CO2 work-group discussions dealing with a broad range of issues, such as diversity, harassment, sensitivity, respect, prejudice, offensive behavior, conflict resolution, discrimination, tact, and basic thoughtfulness. Ideally, CO2 sessions will consist of not more than 25 personnel. Unit/office integrity should be maintained as much as practical. I encourage groups to be flexible in selecting topics that are most appropriate for them to enhance team building, productivity, and understanding and appreciation of individuals within their respective work units. Most sessions may be facilitated by anyone who has training or experience in leading group discussions. However, some topics may require the use of a trained and qualified subject matter expert.

CO2 sessions should be open forums where everyone has the opportunity to freely express opinions and concerns, without fear of judgment or retribution. If we are truly a learning organization, we must respect, value, and be open to diverse ideas and viewpoints, for this is what makes us the great organization we are.

//s//

BYRON G. JORNS  
LTC, EN  
Commanding

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